“To the beloved people of the UAE, leaders & guardians, and all who share the passion and ambition of our founders...to all of you I say:

The seven years ahead have been set towards achieving great goals. Though expectations are high, and challenges are many...I know you have your eyes set on the best: the 1st place. Together, we can create a better and more beautiful future for our people.

Today, we launch the Dubai Plan 2021. With God’s will and blessings, we embark on a journey towards achieving further happiness and comfort to all our people.”

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai 2014
As we launch the Dubai Plan 2021, I would like to thank every one of you for the effort and ideas that were contributed to the development of this ambitious plan which will mark a milestone for the future development journey of our emirate. Each and every idea that was put forward is highly appreciated by our leadership, and I personally extend my gratitude to you all. May Allah Almighty bless us in achieving our goals.

Yesterday we shared our ambitions that aim to serve the best interest of our people, and celebrated a new milestone in our journey to achieve the great vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum. Today, I invite you to work as one creative and innovative team, driven by one purpose, and energized by the spirit of Dubai that has distinguished our beloved city from others, and has made it the centre of attention worldwide. Our inspiration has always been and will always be our Leader who wants nothing less than the continued success, excellence, and well-being of his people. This can only be achieved by your dedication and hard work.

Let us march together with hope and self-confidence to implement this plan and achieve its objectives. Let us show the world, once again, a new model of sustainability and demonstrate our strong will to overcome challenges, to achieve the happiness of all our people, be it citizens, residents, or visitors.

Through your ideas and efforts, we will reach the highest standards, and our country will grow and prosper. With your help, Dubai’s achievements will be limitless.

My confidence in you is boundless. I am honored to be your companion in this journey and will exert my utmost effort to support you all along the way. I have no doubt that you will deliver and together we will celebrate greater achievements.

His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council
In February 2007, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai launched Dubai Strategic Plan 2015 (DSP 2015), which set ambitious targets for Dubai’s growth for the long-term, highlighting key sectors of focus and priority areas that shaped the emirate’s growth. DSP 2015 was instrumental in galvanizing government and non-government stakeholders to drive Dubai forward in a wide range of sectors, including trade, logistics, financial services, and tourism, and drive major investments in infrastructure and development in a multitude of social services.

As the end the DSP 2015 timeframe approached, and in line with the directions of His Highness Sheikh Hamdan Bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council, the General Secretariat of the Executive Council of Dubai launched the ambitious project to develop Dubai Plan 2021. The plan aims to propel Dubai to be among the world’s greatest cities, and to reinforce its positions as a pivotal hub in the global economy as well as the preferred place to live and work for people and visitors alike.

The launch of Dubai Plan 2021 marks a new chapter in the Dubai story underpinned by collaboration, as the plan development exercise was a significant undertaking that involved people from inside and outside the government and engaged Dubai’s people and society.

Today we are on the cusp of a new challenge, and the message we would like to send to the people of Dubai is that progress is both a national and international goal, especially for a city like Dubai that is home to people from all parts of the world. The people of Dubai as well as all its partners each have a role to play in achieving Dubai’s vision and benefiting from the opportunities it will create for breaking new boundaries. The Dubai leadership has laid the foundation and it is up to each of us to use our capabilities and creativity to help build a truly special future for our city. We look forward to an exciting journey together.

His Excellency Abdulla Abdulrahman Al Shaibani, Secretary General of The Executive Council
Dubai Plan 2021 describes the future of Dubai through holistic and complementary perspectives, starting with the people and the society who have always been, and always will be, the bedrock of the city. This perspective describes the characteristics that Dubai’s people need to have to deliver on the city’s aspirations in all areas, and examines the society needed to support and empower these individuals in achieving their goals. The plan addresses the urban environment including both natural and built assets, and looks at the living experience of the people of Dubai and its visitors as a result of their interaction with this environment and the economic and social services provided. In addition, the plan also focuses on the economy, which is the city’s development engine and its fuel for its march forward. Finally, the plan addresses the government as the custodian of the city development in all aspects. These perspectives were divided into 6 themes, each highlighting a group of strategic developmental aims for Dubai, and together forming the city’s vision for 2021.

Themes
- The People: “A City of Happy, Creative & Empowered People”
- The Society: “An Inclusive & Cohesive Society”
- The Experience: “The Preferred Place to Live, Work & Visit”
- The Place: “A Smart & Sustainable City”
- The Economy: “A Pivotal Hub in the Global Economy”
- The Government: “A Pioneering and Excellent Government”
The people of Dubai are the main focus of Dubai Plan 2021. It is from this perspective that the plan addresses the traits and characteristics that must be reinforced and developed among the people of Dubai to ensure they are capable of driving the city forward into its future. Accordingly, the theme focuses on reinforcing the feeling of responsibility each individual must have towards themselves and their families and society in pursuing and promoting education and personal development, and maintaining a healthy lifestyle, to enable them to play an active, productive, and innovative role in all aspects of the society and economy.

**Aims**

- **Educated, Cultured and Healthy Individuals**
  - Individuals who take care of their own wellbeing and that of their family through proactive measures to manage their health and enhance their skills and ability to contribute to the economy and society of Dubai building on their solid education and cultured upbringing.

- **Productive and Innovative in a Variety of Fields**
  - Individuals who strive to succeed, are financially self-sufficient, and embody the mindset and disposition of entrepreneurs and responsible citizens.

- **Happy Individuals Proud of Their Culture**
  - Individuals who are generally satisfied with their life in Dubai, confident about their future and proud of their cultural origins.

- **Are the Cornerstone for Dubai’s Development across all Fields**
  - Emiratis men and women playing an important role in the development of Dubai and filling critical roles across various sectors including social, economic, and urban.
Theme Key Performance Indicators

• Life expectancy at birth for Emiratis (by gender)
• Composite index of general cultural awareness
• TIMSS results of international assessments of Emirati students (For Math & Science for Grade 4 & 8)
• PISA results of international assessments of Emirati students (For Math, Science & Reading)
• Average Emirati Income
• Proportion of Emirati households living comfortably or getting by with their current income level
• Thriving Rate
• Percentage of individuals who feel proud of the Emirati culture, traditions and national identity
• Participation rate among Emiratis in the labor market
• Number of higher education degrees per 100,000 population (Total and Emiratis)
An Inclusive & Cohesive Society

Dubai is unique in the diversity and cohesiveness of its society, which was forged on tolerance, respect, forgiveness and communication since Dubai’s inception, which resulted in the creation of an exemplary multicultural society. This theme focuses on continuing in Dubai’s tradition of celebrating diversity to enrich the city and drive its development by harnessing the talents and creativity of its global and diverse population. The theme also addresses the importance of the family as the building unit that nurtures and empowers the individual, and also emphasizes the importance of social inclusion of all vulnerable groups in the society.

Aims

- A Vibrant and Sustainable Multi-Cultural Society
  A population that is economically and demographically sustainable and for which multiculturalism is a source of strength and pride.

- A Tolerant and Inclusive Society Embracing the Civic Values of Dubai
  A society in which people are treated equally and fairly and share a set of core civic values including tolerance, and personal responsibility.

- Cohesive Families and Communities Forming the Bedrock of Society
  Families and communities that provide nurturing environments for personal development, including the raising of children inculcated with core values of personal responsibility, creativity and tolerance.
Theme Key Performance Indicators

- Proportion of individuals who are satisfied with the cultural diversity in Dubai
- Proportion of people who believe that people with disabilities are well-catered to in Dubai society
- Proportion of individuals who believe that Dubai is an appropriate place to raise a family
- Proportion of individuals who consider Dubai a suitable place to live for expatriates of different nationalities
- Fertility Rate of Emiratis
- Annual population growth rate
- Proportion of individuals who feel that they have friends or relatives they can rely on to help them when needed
The rich high-quality experience that Dubai provides to its residents and visitors is one of the most critical advantages the city has to offer. This theme focuses on improving Dubai’s livability by building on and improving this experience. It addresses the need to provide the best educational, health, and housing services to all residents, while availing a rich cultural experience and entertainment options such as parks, beaches, and sports facilities that cater to local residents and attract tourists, in the safest and most secure environment possible.

**Aims**

- **A City with the Best Educational, Healthcare and Housing Services Catering to Everyone’s Needs.**

  High quality housing, education, and healthcare services that are accessible for each socio-economic segment of society and a globally competitive cost of living.

- **Vibrant and Active, Providing a Rich Cultural Experience and Globally Distinctive Entertainment Outlets**

  Dubai offers a diverse set of cultural and recreational options, including green spaces, beaches, sporting facilities, entertainment options and cultural experiences making it an attractive and entertaining city for residents and a popular destination for tourists.

- **The Most Secure Place**

  A feeling among residents and workers living in Dubai and tourists visiting Dubai, that the city is a safe and secure place to be and that any personal security concerns are dealt with efficiently and transparently by law enforcement authorities.
### Theme Key Performance Indicators

- Proportion of individuals who are satisfied with the quality of educational services
- Proportion of individuals who are satisfied with the quality of health services
- Proportion of individuals satisfied with the availability of good, affordable housing
- Proportion of households living comfortably with and getting by on their current income level
- Proportion of individuals who recommend Dubai to a friend or associate as a place to live
- Quality of Living Index (Mercer)
- Sense of security in Dubai
- TIMSS results of international assessments for all students (For Maths & Science for Grade 4 & 8)
- PISA results of international assessments for all students (For Maths, Science & Reading)
- Number of violent crimes per 100,000 people
A Smart & Sustainable City

This theme focuses on building fully connected and integrated infrastructure that ensures easy mobility for all residents and tourists, and provides easy access to all economic centers and social services, in line with the world’s best cities. The theme addresses the importance of sustainability in managing against Dubai’s future growth by ensuring the availability of clean energy sources and protecting natural resources such as soil, water, and air, and promoting sustainable consumption. The theme also examines the urban environment of the city highlighting the need to adopt the highest standards of safety.

Aims

A Smart, Integrated and Connected City

The infrastructure that supports the economic and social life of Dubai as a city matches world-class levels of efficiency and citizen accessibility, and that allows for future growth of the city.

Sustainable with its Resources

A city that uses its resources sustainably over the long-term and in line with international best practice levels in terms of consumption, efficiency, and management, and in its dependence on renewable energy sources.

Environmental Elements are Clean, Healthy and Sustainable

Dubai enjoys a clean and healthy environment in all its elements and ensures its sustainability in the long-term, and in line with the world’s best practices.

A Safe and Resilient Built Environment

Safety standards across the built environment — including building and transport safety codes and emergency services and crisis/disaster response capabilities — that match international best practices.
**Theme Key Performance Indicators**

- Satisfaction with the Infrastructure of Dubai (by area)
- Rate of carbon dioxide emissions per GDP
- Annual solid waste generated by the city per capita
- Average response time to different emergencies (police)
- Average response time to different emergencies (civil defense for fire accidents)
- Average response time to different emergencies (ambulance)
- M-completion
- Road fatalities per 100,000 population
Dubai has become a key player in the global economy and it aims to reinforce its position by enhancing its standing as a global business center to be among the top 5 centers for trade, logistics, finance, and tourism. Dubai’s announcement as the Capital of Islamic Economy is an important step in recognizing Dubai as one of the leading economic centers. This theme focuses on moving Dubai to a sustainable economic model driven by innovation, and productivity in capital and labor, and supported by the most business friendly environment. In addition, the theme highlights the importance of a diversified set of value-add economic activities that would enhance Dubai’s economic resilience and allow it to absorb internal and external shocks.

**Aims**

- **A City that Enjoys Sustainable Economic Growth**
  Economic growth that is resilient to disruptive shocks because it is underpinned by a diversified base of economic activity, innovation in business models and increasing productivity of labor and capital.

- **One of the World’s Leading Business Centers**
  Consistently ranked as one of the top 5 global centers for trade, logistics, tourism and finance as well as internationally recognized as the leading financial and trading center at the heart of the Islamic economy.

- **The Most Business Friendly City and a Preferred Investment Destination**
  Dubai is the preferred investment destination for foreign capital, and takes its position as the most business friendly city in the world.
## Theme Key Performance Indicators

- GDP Growth Rate (Total at constant prices)
- Trade Openness Ratio
- Jebel Ali port ranking and volume in container throughout (Regionally and Globally)
- Dubai International Airport ranking and volume in Passenger Traffic (Regionally and Globally)
- International Financial Center Index
- Total number of tourists
- Composite Indicator for Islamic Economy
- Dubai Ease of Doing Business ranking
- Foreign direct investment as a percentage of GDP (total)
A Pioneering & Excellent Government

His Highness Sheikh Mohammed bin Rashid Al Maktoum Vice-President and Prime Minister of the UAE and Ruler of Dubai always emphasized that the government is an authority FOR the people and not over them. This has been a key principle for how the Government of Dubai has operated in everything it does. Dubai Plan 2021 dedicates a theme to this idea, whereby people’s happiness and satisfaction with government services and policies are the primary measures for the government’s success. The theme also addresses the need to enhance government efficiency and transparency in all aspects.

Aims

Proactive and Creative in Meeting the Needs of Individuals and Society as a Whole

The government is forward-looking, proactively listening to and engaging all stakeholders, to ensure that its policies and services meet the needs of individuals and society as a whole, in the present and the future. It also aims to simplify the lives of people through the provision of smart, high quality government services reflecting the individual activities and institutional requirements.

Sustainable and Innovative in the Management of its Resources

The Government of Dubai adopts a culture of innovation and excellence in its approach to the management of public finances in a manner that sustainably supports city development and environmental friendliness, and human resource practices that ensure the accumulation and continuity of knowledge and experience for the government.

Transparent and Reliable

The Government of Dubai ensures a fair and reliable application of all laws and regulations in order to preserve the rights of the individuals and institutions. It is also committed to adopting a transparent approach in the development and implementation of all policies, legislations and services.
Theme Key Performance Indicators

- Satisfaction rate with the quality of City’s services
- M-Services Adoption index
- Budget surplus / deficit (as % of GDP)
- Total public debt as a percentage of GDP
- Government Efficiency Index
- Proportion of government buildings that are green certified
- Rule of Law Index
- Proportion of individuals who have confidence in the judicial system and the courts
- Proportion of individuals who have confidence in the local police
Dubai Plan 2021 is a plan that impacts and involves everyone in Dubai; Emiratis, residents, visitors, government, businesses, international organizations, and others. Accordingly, the development of the plan was managed through a systematic and well-planned exercise that engaged a large number of stakeholders. The project engaged government leadership including The Executive Council, Sector Committees, and key figures through interviews and meetings, and consulted government officials at various levels through a series of workshops and interactive sessions. The exercise also engaged the private sector as well as the public through a comprehensive media campaign that utilized a combination of social and traditional media, to spread awareness, and to collect feedback and ideas on the priority areas within the plan. Dubai Plan 2021 was developed over 5 phases that spanned a period of 1 year.

The key principles for the development of Dubai Plan 2021 were:

• #1: Develop a plan that will drive Dubai to be among the best cities in the world

• Best Practice: Identify and adopt best practices in national strategic planning

• Measurement: Develop a plan that can be measured and assessed by all constituents

• Engagement: Adopt a development approach that engages the various constituents and stakeholders involved in or affected by Dubai Plan 2021
Dubai Plan 2021 Team